Comments: Question 3

Integrated Administrative Systems Portfolio

Maricopa County deploys an extensive Administrative Systems Portfolio which is outlined in Attachment IT.3.-1 (fold-out). The portfolio is undergoing significant enhancement and re-alignment in support of the County MFR program. As highlighted within the fold-out, this portfolio is composed of the following major domains:

- Foundation Systems (budget, financial and human resources functions)
- Enterprise Management Systems (layered management and workflow products)
- Electronic Government Systems (electronic procurement and other eGov functions)
- Standardized Reporting Tools (desktop analysis and management functions)

The portfolio is managed by the *Administrative Systems Council,* which is a formal "Electronic Community" within the 3-tier federated IT governance model of the County (as explained within the comments to Question 11).   The entire suite of applications and related infrastructure have been strategically planned to provide an extensive set of tools to senior management, agency leaders, and County staff. The key target objectives include:

- Providing sophisticated performance and analysis tools for management
- Making County employees self-sufficient
- Optimizing workflow through automated, paperless processes
- Deploying effective staff and management communication mechanisms
- Integrating and aggregating data between the multiple components of the system
- Making it easier to conduct business with the County

The overall administrative systems architecture for the three-year planning horizon was determined in the Year 2000. At that time, following a successful rollover of Y2K related processing, the IBM Government ERP Consulting Practice was engaged to study the potential of migrating to an entirely new ERP system (SAP, PeopleSoft, Oracle, etc.).   Further research on this matter was also conducted with Gartner Group and Hammer & Company.   Based upon their research, the conclusion of executive management and the CIO was to not pursue a new ERP system at the present time for the following reasons:

- There was a lack of demonstrated ROI based upon an approximate $18-20M total expenditure
- The robustness of certain government functions was still in need of maturing
- Vendors were in the middle of transitioning their product base to an n-tier web-based model
- The County was beginning the process of completely re-engineering its Chart of Accounts in support of the new MFR Program

Based upon this conclusion, the decision was made to modernize and build upon the existing foundation as represented below. Attachment IT.3.-2 is a copy of the presentation which provided the background to this strategy. The working design is that all administrative systems and related data are available through either the Intranet or Standardized Reporting Tools (leading toward a comprehensive Administrative Systems Portal).

Enhancements Already Completed

- Converted the *Advantage* financial system to a relational data base for improved data access
- Implemented a new *Adaytum* Budget System
- Implemented a new *MFR Data Warehouse* in support of the County MFR Program
- Implemented a new *JAMIS* electronic time reporting system in support of the MFR Program
- Implemented a new *PDS* benefits management system using an ESP (external service provider)
- Implemented a new *Learning Management System* as an upgrade to the previous system
- Extended on-line reporting tools through Report.Web

The following are being implemented within the overall Administrative Systems portfolio:

- A new *Electronic Procurement System* (RFP responses currently being evaluated)
- Standardized desktop analysis and reporting tools (*Crystal Reports* and *Business Objects*)
- A new *Employee Competency Development System*
- A new *Department Contract Management System*
- An *Electronic Document Management System* for electronic records retention

The following are being implemented within the *MFR Data Warehouse:*

- A *Strategic Plan Data Base*
- A *Performance Measures Data Base*
- An *Efficiency Measures Data Base*
- A *Budgeting for Results Data Base*
- A *County Automated Organization Structure System*
- An *Employee Performance and Evaluation Tool*

The following are being implemented within the *JetForm Workflow Engine:*

- Position control processing
- Employment application processing
- Personnel agenda processing
- Salary advancement processing
- Bus card processing
- New hire processing
- Tuition reimbursement processing

The following are being implemented within the *Learning Management System*

- Web Self-service
- An On-line eLearning System
- An Authorware web-based training tool

The following are being implemented on the *County Internet*:

- On-line Vendor Registration (in conjunction with e-Procurement)
- On-line Bidding (in conjunction with e-Procurement)

Current Integration Examples

Attachment IT.3.-3 contains report examples. Reports are the best example to reflect the level of integration amongst the systems.

- Expense/Revenue Detail Report (611A) [Adaytum, Advantage, and HRMS]
- Summary Financial Variance Report [Adaytum, Advantage, and HRMS]
- State-wide Grant Report [Adaytum, Advantage, and HRMS]
- Adaytum Position Detail Report [Adaytum and HRMS]

The Long Term

Once the current model of the *Integrated Administrative Systems Portfolio* has been substantially completed, the County will partner with industry experts to again study the feasibility of implementing an ERP package. All enhancements to the existing system model have been designed with that long-term eventuality in mind.